Appendices

This section contains Justifications for Excluded Indicators, PART Summaries, Efficiency Measures, and a Glossary.

JUSTIFICATIONS FOR EXCLUDED INDICATORS

Justifications are provided for indicators from the FY 2006 Joint Performance Plan not included in the Joint Performance Section of the PAR.

Strategic Goal 1: Regional Stability	
I/P: Military Assistance for New NATO and NATO Aspirant Nations	
Indicator: Number of Countries Reaching Sustainable State of Niche Capabilities	
Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.
I/P: Regional Stability in East Asia and the Pacific	
Indicator: Status of U.S.-South Korean Relations	
Indicator Type	Outcome
Justification	Scope of indicator too narrow. Does not directly measure expected result.
I/P: Conflict Management and Mitigation	
Indicator: Number of African Armed Conflicts Resolved and Peace Support Missions Concluded	
Indicator Type	Outcome
Justification	Scope of indicator too narrow. Does not directly measure expected result. Issue covered by another indicator.
I/P: Peace Support Operations	
Indicator: Percentage of EIPC-funded, PSO-Trained Countries That Pledge Military Units or Participate in the UN Peacekeeping Standby Arrangement System or Multinational Military Operations of High U.S. Foreign Policy Interest	
Indicator Type	Output
Justification	Scope of indicator too narrow. Does not directly measure expected result.
I/P: Iraq Reconstruction and Economic Development	
Indicator: Per Capita Growth Domestic Product (GDP)	
Indicator Type	Outcome
Justification	Does not directly measure expected result. Result not attributable to USG activities.
I/P: Security Assistance to Sub-Saharan Africa	
Indicator: Rate of Program Country Sustainment – Cost to Train and Equip One Battalion of U.S.-trained or U.S. Trainer-trained African Peacekeeping Troops	
Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.
I/P: Contributions for International Peacekeeping Activities	
Indicator: Total Assessed UN Peacekeeping Mission Expenditures Divided by the Total UN Peacekeeping Mission Staff	
Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.
Indicator: Per Unit Cost of USG-Funded OSCE Election Observation	
Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

Strategic Goal 2: Counterterrorism

I/P: Diplomatic Engagement

Indicator: Number of Completed Bilateral and Multilateral Counterterrorism (CT) Meetings and Conferences

Indicator Type	Input
Justification	Appropriate for internal management purposes, not report to general public.

I/P: Anti-Terrorism Assistance

Indicator: Average Length of Time a Country Spends in Basic Training Programs Before Achieving Sustainment of Basic Anti-Terrorism Capacities

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

I/P: Terrorist Interdiction Program

Indicator: Number of Terrorist Interdiction Program (TIP) Personal Identification Secure Comparison and Evaluations System (PISCES) Phased Installations Completed per Yearly Appropriation

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

Indicator: Percentage of the Highest Priority Countries Capable of Screening for Terrorists Through Implementation of the Terrorist Interdiction Program

Indicator Type	Outcome
Justification	Issue covered by another indicator.

Indicator: Number of Highest Priority Foreign Ports of Entry Equipped to Conduct Terrorist Watchlisting in Cooperation with the United States

Indicator Type	Output
Justification	Scope of indicator too narrow. Does not directly measure expected result.

I/P: Foreign Military Financing (FMF) and International Military Education and Training (IMET) in the Western Hemisphere (PART Program)

Indicator: Ratio of FMF Program Costs to the Number of Personnel in the Colombian Armed Forces

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

I/P: Combating Terrorist Financing

Indicator: Yearly Number of Names Designated Under Executive Order (E.O.) 13224 for Terrorist Asset Freezing

Indicator Type	Output
Justification	Scope of indicator too narrow. Does not directly measure expected result.

Indicator: Number of Groups Designated as Foreign Terrorist Organizations (FTO) Pursuant to U.S. Law and Timeliness of Review of Such Groups

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public. Does not directly measure expected result.

Indicator: Number of Foreign Countries Submitting Names to the UN 1267 Sanctions Committee's Consolidated List

Indicator Type	Output
Justification	Scope of indicator too narrow. Does not directly measure expected result.

Strategic Goal 2: Counterterrorism *(continued)*

I/P: Foreign Emergency Support Team (FEST)

Indicator: The Department's Ability to Respond to Terrorist Incidents and Exercise Its Lead Agency Responsibilities with the Foreign Emergency Support Team (FEST)

Indicator Type	Input
Justification	Appropriate for internal management purposes not report to general public.

I/P: Terrorist Financing Assistance Initiative

Indicator: Number of Financial Action Task Force (FATF) Members Evaluated; if Approved, Number of Evaluations Successfully Conducted by the USG on Behalf of FATF

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public.

I/P: Top Officials Exercise (TOPOFF)

Indicator: The Department's Ability to Provide the International Component to the DHS Top Officials National Exercise Plan

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public. Does not directly measure expected result.

I/P: Bioterrorism Response

Indicator: Status of the Global Health Security Action Group (GHSAG)

Indicator Type	Input
Justification	Appropriate for internal management purposes not report to general public. Does not directly measure expected result.

I/P: Diminish Potential Underlying Conditions of Terrorism in Iraq

Indicator: Level of Economic Aid to Iraq

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public. Does not directly measure expected result.

Indicator: Progress of Alternative Education System Establishment in Iraq

Indicator Type	Output
Justification	USAID is no longer implementing education programs in Iraq.

Indicator: Progress of Economic Opportunity in Iraq

Indicator Type	Output
Justification	The indicator "Progress of Economic Opportunity in Iraq" does not measure its intended result and thus does not provide an accurate representation of USAID's economic development programs.

Indicator: Progress of Local Governance Establishment in Iraq

Indicator Type	Outcome
Justification	Does not directly measure expected result. Result not attributable to USG activities.

I/P: Diminish Potential Underlying Conditions of Terrorism in Afghanistan

Indicator: Moderate Government Strength in Afghanistan

Indicator Type	Outcome
Justification	Does not directly measure expected result. Result not attributable to USG activities.

Strategic Goal 2: Counterterrorism *(continued)*

I/P: Diminish Conditions Exploited by Terrorist Recruitment in Other Frontline States

Indicator: Extent of Support for Alternative Education Systems

Indicator Type	Outcome
Justification	Does not directly measure expected result. Issue covered by another indicator.

Indicator: Progress of Civilian Livelihood Opportunities Expansion

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public. Does not directly measure expected result.

I/P: Diminish Conditions Exploited for Terrorist Sanctuary in Other Frontline States

Indicator: Progress of Stable and Moderate Governments Establishment

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public. Does not directly measure expected result.

Strategic Goal 3: Homeland Security

I/P: Protect Transportation and Cyber Infrastructure

Indicator: Implementation of International Security Standards for Shipping and Ports

Indicator Type	Output
Justification	Result not attributable to Department/USAID activities.

I/P: Critical Infrastructure Protection

Indicator: Number of Countries with Critical Infrastructure Protection (CIP) Action Plans

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public.

Strategic Goal 4: Weapons of Mass Destruction

I/P: Counter the Proliferation of Weapons of Mass Destruction

Indicator: Extent to Which States With Entities or Individuals Identified as Part of the A.Q. Khan Network Take Action to Eliminate the Network Permanently and Ensure That Similar Proliferation Can Be Detected and Prevented in the Future

Indicator Type	Outcome
Justification	Does not directly measure expected result. Issue covered by another indicator.

I/P: Export Controls

Indicator: Average Dollars Expended for Contract Training Elements Under the International Support Service Contract (ISSC)

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

I/P: Cooperation With Allies/Friends on Missile Defense

Indicator: Status of Cooperation With Allies/Friends on Missile Defense

Indicator Type	Outcome
Justification	Multi-component narrative describes activities rather than measuring results.

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Strategic Goal 4: Weapons of Mass Destruction *(continued)*

Indicator: Levels of Offensive Warheads; Transparency in Reductions and Missile Defense Plans; Level of Treaty Implementation; and Operation of JDEC

Indicator Type	Outcome
Justification	Multi-component narrative describes activities rather than measuring results.

I/P: Nonproliferation and Disarmament Fund (NDF) (PART Program)

Indicator: Ratio of Total Administrative Cost to Program Cost

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

I/P: Nonproliferation of WMD Expertise (NWMDE) (PART Program)

Indicator: Number of Reconfigured Former Biological Weapons Production Facilities for Peaceful Uses and Number of Engaged Former BW Scientists in Drug and Vaccine Development

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public. Issue covered by another indicator.

Indicator: Number of Russian and Other Eurasian Proliferation-Relevant Institutes Engaged in U.S.-Funded Civilian Research Projects

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public. Issue covered by another indicator.

Indicator: Cost to Assist a WMD Institute to Reach Financial Self-Sufficiency

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

Indicator: Number of Institutes and Scientists Graduated Into Commercially Sustainable Ventures

Indicator Type	Output
Justification	This issue is covered by another performance indicator in the FY 2006 PAR (Redirect WMD Expertise, Material and Equipment).

I/P: Strengthen the Global Nuclear Nonproliferation Regime

Indicator: Status of the Convention on Physical Protection of Nuclear Material (CPPNM)

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public.

I/P: Strengthen Export Conditions

Indicator: Replacement or Closure of Old/Unsafe Reactors in the Former Soviet States

Indicator Type	Outcome
Justification	This initiative was a one-time event, not an on-going program.

Indicator: Status of North Korean Nuclear Weapons Programs

Indicator Type	Outcome
Justification	Issue covered by another indicator.

Strategic Goal 4: Weapons of Mass Destruction *(continued)*

I/P: Verification

Indicator: Extent to Which Libya Dismantles Its Nuclear Program, Completes Destruction or Conversion of All Chemical Weapons and Related Facilities, and Adheres to its December 19, 2003, Commitments Relating to Missiles

Indicator Type	Outcome
Justification	Issue largely resolved.

Indicator: Progress of Establishment of Verification Policy Related to a Fissile Material Cut-off Treaty

Indicator Type	Input
Justification	Appropriate for internal management purposes not report to general public.

Indicator: Progress of Establishment of Measures to Improve Compliance Judgments Related to Former Soviet Union (FSU) Fissile Material Agreements and Commitments

Indicator Type	Input
Justification	Appropriate for internal management purposes not report to general public.

I/P: Compliance Assessment and Reporting

Indicator: Status of Implementation of a Global Norm of Compliance with Arms Control, Nonproliferation, and Disarmament Treaties, Agreements and Commitments

Indicator Type	Input
Justification	Appropriate for internal management purposes not report to general public.

I/P: Compliance Enforcement and Diplomacy

Indicator: Extent of Implementation and Enforcement of Compliance with Arms Control, Nonproliferation, and Disarmament Bilateral Treaties, Agreements, and Commitments

Indicator Type	Output
Justification	Issue covered by another indicator.

I/P: Effectiveness of International Organizations to Contribute to Verification and Compliance

Indicator: Extent of Enhancement of Arms Control, Nonproliferation and Disarmament-Related International Organizations' Contribution to Verification and Compliance

Indicator Type	Input
Justification	Issue covered by another indicator.

I/P: All Source Intelligence Collection and Technology R&D

Indicator: Extent to Which Robust Verification Activities and Assets Fund (V Fund) Are Successfully Advocated, Endowed, and Expended

Indicator Type	Input
Justification	Appropriate for internal management purposes not report to general public.

I/P: Reliable Communications And Timely Upgrades

Indicator: Level of Usage of Information Technology to Enhance Verification and Compliance and Communications Domestically and Overseas

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public.

Strategic Goal 4: Weapons of Mass Destruction *(continued)*

Indicator: Status of New Communications System Replacing Current Government-to-Government Communications Links (GGCL) Systems with FSU

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public.

Strategic Goal 5: International Crime and Drugs

I/P: Andean Counterdrug Initiative

Indicator: Cost Per Hectare Sprayed

Indicator Type	Efficiency
Justification	Efficiency Indicators will be reported in PAR appendix.

Indicator: Foreign Cultivation of Coca in Hectares

Indicator Type	Outcome
Justification	Issue covered by another indicator.

I/P: International Law Enforcement

Indicator: Status of UN Convention Against Corruption

Indicator Type	Outcome
Justification	The data set that we rely on for the measure comes from the Defense Intelligence Agency's (DIA) Interagency Assessment of Cocaine Movement (IACM). Over the past several years, DIA has been increasingly concerned about the validity of its estimate for cocaine entering the U.S. arrival zone, and since 2005 DIA has decided not to publish an official estimate but to give an increasingly widening range that undermines the indicator's usefulness as a performance measure (for 2005 the range is between 397 MT and 964 MT).

Indicator: Status of Regional Anticorruption Initiatives

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public. Issue covered by another indicator.

Indicator: Status of Financial Action Task Force on Money Laundering (FATF) List of Non-Cooperative Countries and Territories (NCCT)

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public. Issue covered by another indicator.

I/P: Combating Environmental Crime

Indicator: Capacity for Good Environmental Governance in Key Developing Countries

Indicator Type	Outcome
Justification	Does not directly measure expected result.

I/P: International Narcotics and Law Enforcement in the Western Hemisphere (PART Program)

Indicator: Seizures Per Program Cost; Cash Value of Illicit Drugs Seized Over International Network on Environmental Compliance and Enforcement Funds Expended

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

Strategic Goal 5: International Crime and Drugs *(continued)*

Indicator: Reduce the Flow of Illicit Drugs into the U.S. Arrival Zone by Improving International Law Enforcement Capabilities

Indicator Type	Outcome
Justification	The data set that we rely on for the measure comes from the Department of Defense's Interagency Assessment of Cocaine Movement (IACM). Since 2005, Defense has decided not to publish an official estimate but to give an increasingly widening range that undermines the indicator's usefulness as a performance measure (for 2005 the range is between 397 MT and 964 MT).

Strategic Goal 6: American Citizens

I/P: Secure Passport Issuance

Indicator: Number of Days Between Receipt of Routine Passport Application by Passport Services and Issuance of a Passport

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

Strategic Goal 7: Democracy and Human Rights

I/P: Engagement to Advance Democracy

Indicator: Strength of Local Governance

Indicator Type	Outcome
Justification	Does not directly measure expected result. Does not provide context for result.

Indicator: Civil Society Functioning

Indicator Type	Outcome
Justification	Does not directly measure expected result. Does not provide context for result.

Indicator: Corruption Mitigated in Priority USAID Countries

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public. Issue covered by another indicator.

Indicator: Constituencies Political Parties Represent

Indicator Type	Outcome
Justification	Does not directly measure expected result. Does not provide context for result. Issue covered by another indicator.

Indicator: Country Ratings in Human Rights Reports of the Right of Citizens to Change Their Government

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public. Issue covered by another indicator.

I/P: Reform of Democratic Systems and Practices in Europe and Eurasia

Indicator: Monitoring Country Progress Democracy Index

Indicator Type	Outcome
Justification	Does not directly measure expected result. Does not provide context for result. Issue covered by another indicator.

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Strategic Goal 7: Democracy and Human Rights *(continued)*

I/P: Human Rights & Democracy Fund (HRDF)

Indicator: Percentage of HRDF-funded Countries Which Show a Positive Change (Decrease on the Scale) on Their Freedom House (FH) Freedom in the World Score

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public. Issue covered by another indicator.

Indicator: Operating Costs Divided By the Number of Projects Managed

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

I/P: Support for East European Democracy (SEED) / Freedom Support Act (FSA)

Indicator: ACE Administrative Costs as a Percent of All Assistance Coordinated by ACE

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

I/P: Economic Support Fund (ESF) – Western Hemisphere Affairs

Indicator: Corruption Perceptions Index for ESF Recipients in WHA

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public. Issue covered by another indicator.

Indicator: Ratio of Administrative Costs to Program Funding

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

I/P: Bilateral and Multilateral Diplomacy

Indicator: Number of UNCHR States With Negative Human Rights Records

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public. Issue covered by another indicator.

I/P: Labor Diplomacy and Advocacy for Workers' Rights

Indicator: Number of Public-Private Partnerships to Advance Respect for Human Rights

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public. Issue covered by another indicator.

Strategic Goal 8: Economic Prosperity and Security

I/P: Growth and Development Strategies

Indicator: Monitoring Country Progress Index for Economic Reform

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public. Issue covered by another indicator.

I/P: Science-Based Decision-Making and Standards Development

Indicator: Effectiveness of Contacts Between Science and Technology (S&T) Communities and Policymakers

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public.

Strategic Goal 8: Economic Prosperity and Security *(continued)*

I/P: United Nations Development Program (UNDP)

Indicator: Operational Support Costs as a Percentage of Total Costs

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

I/P: Create Open and Dynamic World, Regional and National Markets

Indicator: Non-Oil Exports from USAID-Assisted Countries

Indicator Type	Output
Justification	USAID's Economic Growth Agriculture and Trade Bureau (EGAT) is unable to verify the FY 2006 results.

Indicator: Number of Market Opening Transportation Agreements in Place

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public. Issue covered by another indicator.

Indicator: Number of Countries with Laws and Regulations Inconsistent with the WTO Trade-Related Aspects of Intellectual Property Rights (TRIPs) Agreement

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public. Issue covered by another indicator.

Indicator: Adoption of U.S. Telecom, Information Technology (IT), and Radio Communication Proposals/Positions and Standards/Recommendations Favorable to U.S. Businesses in International Telecommunications Agreements and Declarations

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public. Issue covered by another indicator.

I/P: Integrating Environmental Protection and Trade

Indicator: Progress of Establishment of Trade Agreements and Environmental Cooperation Mechanisms That Enhance International Protection and Preservation of the Environment While Avoiding Disguised Barriers to Trade

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public. Issue covered by another indicator.

I/P: Genetic Resources Initiative

Indicator: Extent to Which International Environmental Regulations Concerning Agricultural, Medicinal, and Other Biotechnology Products Do Not Create Unreasonable Restrictions to Markets

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public. Does not directly measure expected result. Issue covered by another indicator.

I/P: Secure Energy Supplies

Indicator: Level of Support for Energy Sector Policy Reform

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public. Does not directly measure expected result.

I/P: Food Security

Indicator: Number of People Receiving Title II Food Assistance

Indicator Type	Output
Justification	The results for this indicator are covered in the "Number and Percent of Beneficiaries Assisted by USAID Title II Emergency Food Aid" indicator.

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Strategic Goal 9: Social and Environmental Issues

I/P: Maternal and Reproductive Health

Indicator: Total Fertility Rate (TFR) - Trend

Indicator Type	Outcome
Justification	Does not directly measure expected result. Does not provide context for result. Issue covered by another indicator.

Indicator: Percent of Need Satisfied with Modern Contraceptive Methods

Indicator Type	Output
Justification	Does not directly measure expected result. Does not provide context for result. Issue covered by another indicator.

Indicator: Percent of Births Parity 5 or Higher

Indicator Type	Output
Justification	Does not directly measure expected result. Does not provide context for result. Issue covered by another indicator. Not clear to lay reader.

I/P: Population

Indicator: Management Reforms at UNFPA

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public.

I/P: Institutionalizing Sustainable Development

Indicator: Extent to Which Key Institutions and Processes Highlight Energy, Water, Domestic Good Governance Issues, Education, Agriculture, Environment, and Economic Growth and Adopt Approaches that Support the Implementation of Sustainable Development Projects

Indicator Type	Outcome
Justification	Multi-component narrative describes activities rather than measuring results. Issue covered by another indicator.

I/P: Coastal and Marine Resources

Indicator: Status of Agreements Regarding Living Marine Resources

Indicator Type	Outcome
Justification	Multi-component narrative describes activities rather than measuring results. Issue covered by another indicator.

Indicator: Status of Agreements to Promote International Ocean Governance

Indicator Type	Output
Justification	Multi-component narrative describes activities rather than measuring results. Issue covered by another indicator.

Indicator: Partnerships to Build Capacity for the Sustainable Use and Protection of Marine Resources

Indicator Type	Output
Justification	Multi-component narrative describes activities rather than measuring results. Issue covered by another indicator.

Indicator: Impact of Scientific Research on Marine Resource Decision-Making

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public. Issue covered by another indicator.

Indicator: Hectares of Coastal and Marine Ecosystems Under Management

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public. Does not provide context for result.

Strategic Goal 9: Social and Environmental Issues *(continued)*

Indicator: Number of Coastal and Marine Policies, Laws, or Regulations Developed, Adopted, and Implemented

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public. Does not provide context for result. Issue covered by another indicator.

I/P: International Fisheries Commissions

Indicator: Great Lakes Fishery Commission (GLFC): Percentage of Habitat Controlled with Sea Lamprey Barriers

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

Indicator: Northwest Atlantic Fisheries Organization (NAFO): Average Publishing and Correspondence Expenditure Per Document in Canadian Dollars

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

Indicator: International Whaling Commission (IWC): Intersessional Meeting Costs as a Percentage of Total Meeting Costs

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

I/P: Conservation of Biological Diversity, Protected Areas, Forests, and Other Natural Resources

Indicator: Status of Agreements and Programs Related to Forest Conservation

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public.

I/P: Global Climate Change

Indicator: Status of Bilateral Climate Change Partnerships

Indicator Type	Outcome
Justification	Multi-component narrative describes activities rather than measuring results. Appropriate for internal management purposes not report to general public.

Indicator: International Treaties and Organizations

Indicator Type	Outcome
Justification	Multi-component narrative describes activities rather than measuring results. Issue covered by another indicator.

Strategic Goal 10: Humanitarian Response

I/P: Humanitarian Assistance

Indicator: UNHCR Inventory Control: Value of Non-Expendable Items Procured/ Total Value of Recorded Non-Expendable Property Procured (PART Program: United Nations High Commissioner for Refugees)

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

Indicator: Reduction in Time Migrants From the Former Soviet Union Stay at Absorption Centers, Thereby Reducing Cost (PART Program: Humanitarian Migrants to Israel)

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

I/P: Refugee Admissions to the U.S.

Indicator: Total Average Cost per Refugee Arrival in the U.S.

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

I/P: Humanitarian Mine Action

Indicator: Percentage of Countries Targeted for End State* in 2009 That Are Meeting All Capacity-Building Targets as Defined in Their Country Plans

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public. Not easily understood by lay reader.

Indicator: Number of U.S. Program Countries in Sustainment or End State*

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public. Not easily understood by lay reader.

Indicator: Countries Reaching Sustainment of End State/ Cumulative Budget Authority

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

I/P: Partner Accountability

Indicator: Percentage of International Organization and NGO Partners That Take Corrective Action Within One Year of Receiving Negative Findings in Financial Audits

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public.

I/P: Capacity Building

Indicator: Number of People and Number/Percent of Partner Institutions That Received Training and Technical Support

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public.

Indicator: Number of Institutions Reconstructed and Rehabilitated (Homes, Water/Sanitation Facilities, Schools, Markets, etc.)

Indicator Type	Output
Justification	The data for the number of institutions reconstructed and rehabilitated have not been reported by the USAID missions in a consistent, verifiable manner. As a result, USAID is unable to accurately measure the FY 2006 results, impact, "reason for shortfall" and "steps to improve" for this indicator.

Strategic Goal 11: Public Diplomacy and Public Affairs

I/P: Muslim Outreach

Indicator: Science and Technology Diplomacy with the Arab and Muslim World

Indicator Type	Outcome
Justification	Multi-component narrative describes activities rather than measuring results. Appropriate for internal management purposes not report to general public.

I/P: The U.S. as Agent of Change for a More Hopeful Future

Indicator: Level of Foreign Target Audience Awareness of U.S. Policies and Actions on Issues of Global Concern

Indicator Type	Outcome
Justification	Indicator not defined or used.

I/P: Reaching Out to Allies and Regional Powers

Indicator: Number of Weekly Page Views to Department's International Website, Mission Websites and Listservs

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public.

I/P: Global Educational and Cultural Exchanges

Indicator: Ratio of Administrative Costs to Program Costs in Grant Programs

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

I/P: Engage Young People

Indicator: Number of On-line and Hard Copy Readers of "hi" Magazine

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public.

I/P: Educational and Cultural Exchange Programs in SA and NEA

Indicator: The Percentage of Near Eastern and South Asian Participants Who Initiate or Implement Positive Change* in Their Organization or Community Within Five Years of Their Experience Based on Knowledge Gained From Their Exchange Program

Indicator Type	Outcome
Justification	Issue covered by another indicator.

I/P: Engaging Audiences More Deeply

Indicator: Percentage of Participants Who Remain in Contact with Host Country Nationals One Year or Longer After Program Termination

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public. Issue covered by another indicator.

Indicator: Percentage of Participants Who Continue Professional Collaborations* More Than Five Years After Their Exchange Experience

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public. Issue covered by another indicator.

Strategic Goal 11: Public Diplomacy and Public Affairs *(continued)*

I/P: Outreach to Expanded U.S. Audience

Indicator: Number of "hits" on the Department's Domestic Website

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public.

Strategic Goal 12: Management and Organizational Excellence

I/P: Operational Readiness

Indicator: Status of Operational Readiness - Development of Active & Reserve Response Corps

Indicator Type	Output
Justification	Does not directly measure expected result. Does not provide context for result. Indicator not well defined.

Indicator: Average Number of Work Days Between Announcement Close and Offer (PART Program: USAID Operating Expenses)

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public.

I/P: Locally Engaged Staff

Indicator: Percent of Family Members Employed Overseas

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public.

I/P: Leverage Technology

Indicator: Technology-Based Distance Learning (DL) Enrollments

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public.

I/P: Overseas Schools

Indicator: Number of Advanced Placement Exams Taken by Students in Department-Assisted Schools

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public. Indicator not used.

I/P: Secure Global Network and Infrastructure

Indicator: Level of Global Network Availability

Indicator Type	Outcome
Justification	Data for this indicator is consolidated under the indicator "progress towards centralized, secure, and modern global IT infrastructure."

Indicator: Status of Implementation of Information Security Program With the Resources and in the Time Periods Required by the Federal Information Security Management Act (FISMA)

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public.

Strategic Goal 12: Management and Organizational Excellence *(continued)*

I/P: Modern, Worldwide, Integrated Messaging

Indicator: Level of Access to International Affairs Information and IT Support for Public Diplomacy

Indicator Type	Outcome
Justification	Multi-component narrative describes activities rather than measuring results. Appropriate for internal management purposes not report to general public.

I/P: Diplomatic Security / Worldwide Security Upgrades

Indicator: Number of Staff and Time Needed to Complete Background Investigation Cases

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

Indicator: Replacement of Armored Vehicles

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public.

Indicator: Installation of DOS Access Control Systems (ACS)

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public.

I/P: Capital Security Construction Program

Indicator: Ratio of Construction Management Costs to Total LROBP Construction Project Costs for Projects in Excess of $25 Million

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

Indicator: Percent of Capital Security Construction Projects Completed Within the Schedule Authorized in the Construction Contracts

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public.

Indicator: Percent of Capital Security Construction Projects Completed Within the Authorized Budget

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public.

I/P: Foggy Bottom Renovation/ Consolidation

Indicator: Renovation of the Harry S Truman Building (HST)

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public.

Indicator: ECA/IIP Relocation to Foggy Bottom

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public.

Strategic Goal 12: Management and Organizational Excellence *(continued)*

I/P: Integrate Budget and Performance

Indicator: State Department Budget and Performance Integration (President's Management Agenda, OMB Scoring)

Indicator Type	Outcome
Justification	Included in PMA status report in Management's Discussion and Analysis.

Indicator: Implementation of Central Financial Planning System (CFPS) Modules

Indicator Type	Outcome
Justification	Appropriate for internal management purposes not report to general public.

I/P: Improved Financial Performance

Indicator: State Department - Improved Financial Performance (President's Management Agenda, OMB Scoring)

Indicator Type	Output
Justification	Included in PMA status report in Management's Discussion and Analysis.

Indicator: Number of Federal Managers' Financial Integrity Act (FMFIA) and Auditor-Identified Material Weaknesses

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public.

Indicator: Procurement Cost-Effectiveness Ratio (Millions of Contract and Grant Dollars Awarded per Procurement Employee) (PART Program: USAID Operating Expenses)

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

Indicator: Status of Implementation of Joint Financial Management System (JFMS)

Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public. Issue covered by another indicator.

I/P: Percentage of Service Contract Dollars That Are Performance-Based (Department-wide)

Indicator: Percentage of Service Contract Dollars That Are Performance-Based (Department-wide)

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

I/P: Competitive Sourcing

Indicator: Competitive Sourcing

Indicator Type	Efficiency
Justification	Efficiency measures are included in a separate PAR appendix.

I/P: Allowances

Strategic Goal 12: Management and Organizational Excellence *(continued)*	
Indicator: Status of E-Allowances System	
Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public.
I/P: Records and Publishing Services	
Indicator: Record Declassification Backlog Reduction	
Indicator Type	Output
Justification	Appropriate for internal management purposes not report to general public.
I/P: Customer-Oriented Management Services	
Indicator: Average "Margin of Victory" on Customer Service Survey for Management Offices	
Indicator Type	PART Output
Justification	USAID did not complete an Agency-wide customer survey in FY 2006.

DEPARTMENT OF STATE PART ASSESSMENT RATINGS AND SCORES (2002-2006)

Strategic Goal	Bureau	Program Name	Scores and Ratings as of November 15, 2006
Weapons of Mass Destruction	**ISN**	**Contributions to the International Atomic Energy Agency**	**98% – Effective**
Public Diplomacy	ECA	Educational and Cultural Exchange Programs, Near East and South Asia	97% – Effective
Public Diplomacy	ECA	Global Educational and Cultural Exchanges	97% – Effective
Management Excellence	OBO	Capital Security Construction	97% – Effective
Humanitarian Response	PRM	Migration and Refugee Assistance- Protection	96% – Effective
Humanitarian Response	PRM	United Nations High Commissioner for Refugees	96% – Effective
Regional Stability	SCA	South Asia Military Assistance	93% – Effective
Humanitarian Response	PM	Humanitarian Demining	93% – Effective
Humanitarian Response	PRM	Migration and Refugee Assistance- Other PRM Programs	93% – Effective
Social and Environmental	**WHA**	**International Boundary and Water Commission**	**92% – Effective**
Homeland Security	CA	Visa and Consular Services	92% – Effective
Management Excellence	DS	Worldwide Security Upgrades	92% – Effective
Humanitarian Response	PRM	Humanitarian Migrants to Israel	91% – Effective
Economic Prosperity and Security	IO	Contribution to United Nations Development Program	91% – Effective
Social and Environmental	**IO**	**Contribution to United Nations Children's Fund and Other Programs**	**91% – Effective**
Regional Stability	**WHA**	**Security Assistance for Western Hemisphere**	**90% – Effective**
Weapons of Mass Destruction	ISN	Export Control Assistance	90% – Effective
Weapons of Mass Destruction	ISN	Nonproliferation and Disarmament Fund	89% – Effective
Management Excellence	**FSI**	**Foreign Service Institute**	**88% – Effective**
Democracy and Human Rights	EUR	Support for East European Democracy/ Freedom Support Act	88% – Effective
Management Excellence	**OBO**	**U.S. Embassy Compound Security**	**87% – Effective**
Regional Stability	IO	Contributions for International Peacekeeping Activities	86% – Effective
Humanitarian Response	PRM	Refugee Admissions to the U.S.	86% – Effective
Management Excellence	OBO	Non-Security Embassy Construction	86% – Effective
Counterterrorism	S/CT	Terrorist Interdiction Program	85% – Effective

(continued)

Strategic Goal	Bureau	Program Name	Scores and Ratings as of November 15, 2006
Counterterrorism	S/CT	Anti-Terrorism Assistance	85% – Effective
Regional Stability	EUR	Peacekeeping Operations – OSCE	83% – Moderately Effective
Regional Stability	**IO**	**Contributions to International Organizations**	**82% – Moderately Effective**
Regional Stability	EUR	Military Assistance to new NATO and NATO Aspirant Nations	82% – Moderately Effective
Regional Stability	AF	Security Assistance to Sub-Saharan Africa	77% – Moderately Effective
Weapons of Mass Destruction	ISN	Nonproliferation of Weapons of Mass Destruction Expertise	76% – Moderately Effective
Social and Environmental	S/GAC	President's Emergency Plan for AIDS Relief (PEPFAR) Focus Countries	73% – Moderately Effective
Management Excellence	DS	Protection of Foreign Missions and Officials	72% – Moderately Effective
Economic Prosperity	WHA	Economic Support Fund- Western Hemisphere	71% – Moderately Effective
Regional Stability	**NEA**	**Security Assistance for Near East Asia**	**69% – Adequate**
Economic Prosperity	AF	Economic Support Fund- Africa	67% – Adequate
Democracy and Human Rights	DRL	Economic Support Fund- Human Rights and Democracy Fund	66% – Adequate
Social and Environmental	S/GAC	PEPFAR - Global Fund	65% – Adequate
Management Excellence	RM	Interagency Cooperative Administrative Support Services	65% – Adequate
Social and Environmental	OES	Contributions to International Fisheries Commissions	59% – Adequate
Public Diplomacy	**R**	**Public Diplomacy**	**59% – Adequate**
Social and Environmental	S/GAC	PEPFAR- Other Bilateral Programs	58% – Adequate
International Crime and Drugs	INL	International Narcotics Control and Law Enforcement Programs, Africa/Asia	53% – Adequate
International Crime and Drugs	**INL**	**International Narcotics and Law Enforcement Programs, South Asia**	**53% – Adequate**
International Crime and Drugs	INL	International Narcotics and Law Enforcement Programs, Western Hemisphere	53% – Adequate
International Crime and Drugs	INL	Andean Counterdrug Initiative	52% – Adequate
Public Diplomacy	**IIP**	**International Information Programs**	**50% – Adequate**

Programs in bold type were assessed in 2006.

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DEPARTMENT OF STATE EFFICIENCY MEASURES: 2002-2005 PART PROGRAMS

Program	ANDEAN COUNTERDRUG INITIATIVE						
Description	Flying hour cost (U.S. dollars) for aerial coca eradication in Colombia						
	2002	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**
Target	Baseline	$391	$395	$399	$391	$375	$375
Actual	$375	$391	$435	$391	N/A*		
Notes	Per unit cost efficiency measure; *data available in PARTWeb November 2006						

Program	ANTI-TERRORISM ASSISTANCE			
Description	Average length of time participant country spends in basic training programs before achieving a basic level of anti-terrorism capacity			
	2005	**2006**	**2007**	**2008**
Target	9 years	8 years	7 years	7 years
Actual	9 years	N/A*		
Notes	Program effectiveness measure; *data available in PARTWeb November 2006			

Program	CAPITAL SECURITY CONSTRUCTION					
Description	Ratio of management costs to total construction project costs over $25 million					
	2003	**2004**	**2005**	**2006**	**2007**	**2008**
Target	7.50%	7.00%	6.5%	6.5%		
Actual	7.50%	5.30%	3.80%	3.04%*		
Notes	Administrative efficiency indicator; *data through June 30, 2006					

Program	CONTRIBUTIONS FOR INTERNATIONAL PEACEKEEPING ACTIVITIES				
Description	Total assessed UN peacekeeping mission expenditures divided by total UN peacekeeping mission staff				
	2004	**2005**	**2006**	**2007**	**2008**
Target	$42,400	$41,400	$40,400	$39,400	
Actual	$42,400	$41,400	N/A*		
Notes	Per unit cost efficiency measure; *data available in PARTWeb June 2007				

Program	CONTRIBUTIONS TO INTERNATIONAL FISHERIES COMMISSIONS				
Description	Average publishing and correspondence expenditure per document (Canadian $)				
	2004	**2005**	**2006**	**2007**	**2008**
Target	$87.72	$87.72	$66.67	$66.67	$64.20
Actual	$87.72	$68.66	N/A*		
Notes	Per unit cost; *data available in PARTWeb November 2006				

Program	CONTRIBUTIONS TO THE UNITED NATIONS DEVELOPMENT PROGRAM					
Description	Operational support cost as a percentage of total cost					
	2003	2004	2005	2006	2007	2008
Target	13.0%	11.5%	11.0%	11.0%	11.0%	
Actual	12.0%	10.9%	10.1%	N/A*		
Notes	Administrative efficiency measure; *data available Summer 2007					

Program	ECONOMIC SUPPORT FUND FOR AFRICA				
Description	Ratio of administrative cost to program funding				
	2004	2005	2006	2007	2008
Target	Baseline	0.49%	0.46%	0.44%	0.44%
Actual	0.75%	0.30%	N/A*		
Notes	Administrative efficiency measure; *data available in PARTWeb November 2007				

Program	ECONOMIC SUPPORT FUND FOR HUMAN RIGHTS AND DEMOCRACY FUND					
Description	Operating cost divided by the number of projects managed					
	2003	2004	2005	2006	2007	2008
Target			$7,739	$7,498		
Actual			$5,798	$4,481		
Notes	Administrative efficiency measure					

Program	ECONOMIC SUPPORT FUND FOR THE WESTERN HEMISPHERE					
Description	The ratio of administrative cost to non-cash transfer program funding					
	2003	2004	2005	2006	2007	2008
Target	.25%	0.20%	0.19%	0.18%	0.17%	0.16%
Actual	0.21%	0.17%	0.11%	N/A*		
Notes	Administrative efficiency measure; *data available in PARTWeb November 2006					

Program	EDUCATIONAL AND CULTURAL EXCHANGE PROGRAMS IN NEAR EAST ASIA AND SOUTH ASIA					
Description	Administrative cost as a percentage of total program cost					
	2003	2004	2005	2006	2007	2008
Target	34%	38%	25%	23%	21%	
Actual	34%	19.7%	24.73%	25.1%*		
Notes	Administrative efficiency measure; *data as of June 30, 2006					

Program	**EXPORT CONTROL ASSISTANCE**				
Description	**Average cost reduction per training course**				
	2004	**2005**	**2006**	**2007**	**2008**
Target	5%	7%	9%		
Actual	10%	7%	N/A*		
Notes	Per unit cost efficiency measure; *data available in PARTWeb November 2006				

Program	**GLOBAL EDUCATIONAL AND CULTURAL EXCHANGES**					
Description	**Administrative cost as a percentage of total program cost**					
	2003	**2004**	**2005**	**2006**	**2007**	**2008**
Target	34%	38%	25%	23%	21%	
Actual	34%	19.70%	24.73%	32.95%		
Notes	Administrative efficiency measure					

Program	**HUMANITARIAN MIGRATIONS TO ISRAEL**					
Description	**Average cost per migrant**					
	2003	**2004**	**2005**	**2006**	**2007**	**2008**
Target	Baseline	$7,880	$6,123	$6,000	$5,880	$5,763
Actual	$8,041	$6,428	$4,648	N/A*		
Notes	Per unit cost efficiency measure; *data available in PARTWeb November 2006					

Program	**INTERAGENCY COOPERATIVE ADMINISTRATIVE SUPPORT SERVICES**				
Description	**Ratio of customer direct hire Americans to service provider direct hire Americans**				
	2004	**2005**	**2006**	**2007**	**2008**
Target	Baseline	15.9	16	17	18
Actual	15.6	16.48	N/A*		
Notes	Administrative efficiency measure; *data available in PARTWeb November 2006				

Program	**INTERNATIONAL NARCOTICS CONTROL AND LAW ENFORCEMENT PROGRAMS, AFRICA/ASIA**					
Description	**Program development and support cost as a percentage of total program cost**					
	2003	**2004**	**2005**	**2006**	**2007**	**2008**
Target	Baseline	25%	20%	17%	15%	15%
Actual	30%	25%	17%	N/A*		
Notes	Administrative efficiency measure; *data available in PARTWeb November 2006					

Program	INTERNATIONAL NARCOTICS CONTROL AND LAW ENFORCEMENT, WESTERN HEMISPHERE						
Description	Foreign nation seizures of illicit drugs (USD) per funds expended						
	2002	2003	2004	2005	2006	2007	2008
Target	$95	$95	$95	$100	$110	$120	$130
Actual	$479	$422	$473	$133	N/A*		
Notes	Program effectiveness measure; *data available in PARTWeb November 2006						

Program	MIGRATION AND REFUGEE ASSISTANCE – OTHER PROGRAMS			
Description	Number of working days between receipt of project proposal and funding action			
	2005	2006	2007	2008
Target	Baseline	53	50	48
Actual	66	N/A*		
Notes	Administrative efficiency measure; *data available in PARTWeb November 2006			

Program	MIGRATION AND REFUGEE ASSISTANCE – PROTECTION						
Description	Field protection program costs as a percentage of total protection costs						
	2002	2003	2004	2005	2006	2007	2008
Target	Baseline	94.5%	94.9%	94.9%	95.0%	95.0%	95.0%
Actual	94.3%	94.9%	95.7%	96.0%	N/A*		
Notes	Administrative efficiency measure; *data available in PARTWeb November 2006						

Program	MILITARY ASSISTANCE TO NEW NATO AND NATO ASPIRANT NATIONS				
Description	Percentage of aspirants making progress on Membership Action Plans				
	2004	2005	2006	2007	2008
Target	100%	100%	100%	100%	100%
Actual	100%	100%	100%		
Notes	Program effectiveness measure				

Program	NONPROLIFERATION AND DISARMAMENT FUND					
Description	Ratio of administrative cost to program cost					
	2003	2004	2005	2006	2007	2008
Target	4.9%	4.9%	4.8%	5.0%	5.0%	4.9%
Actual	5%	5%	5%	5%*		
Notes	Administrative efficiency measure; *data through June 30, 2006					

Program	NONPROLIFERATION OF WEAPONS OF MASS DESTRUCTION EXPERTISE				
Description	Cost for institute to reach financial self-sufficiency (USD thousands)				
	2004	**2005**	**2006**	**2007**	**2008**
Target	$810	$806	$790	$775	
Actual	$822	$806	N/A*		
Notes	Per unit cost efficiency measure; *data available in PARTWeb November 2006				

Program	NON-SECURITY EMBASSY CONSTRUCTION PROGRAM			
Description	Ratio of management costs to total construction project costs over $25M			
	2005	**2006**	**2007**	**2008**
Target	6.50%	6.50%	6.50%	6.00%
Actual	5.48%	1.7%*		
Notes	Administrative efficiency measure; *data as of June 30, 2006			

Program	PEACE KEEPING OPERATIONS: ORGANIZATION FOR SECURITY AND COOPERATION IN EUROPE				
Description	Per unit cost of USG-funded election observation (long-term and short-term)				
	2004	**2005**	**2006**	**2007**	**2008**
Target		15% below baseline	10% below baseline	10% below baseline	
Actual	Baseline: $6,500 per LT; $3,700 per ST	5% above baseline	5% above baseline		
Notes	Per unit cost efficiency measure				

Program	PRESIDENT'S EMERGENCY PLAN FOR AIDS RELIEF: FOCUS COUNTRIES				
Description	Dollars per target reached				
	2004	**2005**	**2006**	**2007**	**2008**
Target	Baseline	$334	$223	$189	$147
Actual	$412	$321	N/A*		
Notes	Administrative efficiency measure; *data available in PARTWeb November 2006				

Program	PRESIDENT'S EMERGENCY PLAN FOR AIDS RELIEF: GLOBAL FUND					
Description	Operating expenses as a percentage of total expenditures					
	2003	**2004**	**2005**	**2006**	**2007**	**2008**
Target	Baseline	10.0%	10.0%	10.0%	10.0%	10.0%
Actual	12.6%	4.5%	2.5%	N/A*		
Notes	Administrative efficiency indicator; *data available in PARTWeb November 2006					

Program	PRESIDENT'S EMERGENCY PLAN FOR AIDS RELIEF: OTHER BILATERAL PROGRAMS		
Description	Ratio of operational cost to total program cost		
	2006	2007	2008
Target	Baseline	10:100	8:100
Actual	N/A*		
Notes	Administrative efficiency measure; *data available in PARTWeb November 2006		

Program	PROTECTION OF FOREIGN MISSIONS AND OFFICIALS				
Description	Percent of invalid reimbursement submissions				
	2004	2005	2006	2007	2008
Target	Baseline	0%	0%	0%	0%
Actual	Data are now being collected and will be entered into PARTWeb November 2006.				
Notes	Administrative efficiency measure				

Program	REFUGEE ADMISSIONS TO THE U.S.						
Description	Total average cost per refugee arrival in the U.S.						
	2002	2003	2004	2005	2006	2007	2008
Target	Baseline	None	$4,000	$3,700	$3,600	$3,500	$3,400
Actual	$4,445	$4,428	$3,500	$3,565	$4,052*		
Notes	Per unit cost efficiency measure; *data as of June 30, 2006						

Program	SECURITY ASSISTANCE TO SUB-SAHARAN AFRICA				
Description	Cost to train and equip one battalion of African peacekeeping troops				
	2004	2005	2006	2007	2008
Target	Data are now being collected and will be entered into PARTWeb November 2006.				
Actual					
Notes	Per unit cost measure				

Program	SOUTH ASIA MILITARY ASSISTANCE				
Description	Ratio of administrative costs to program funding				
	2004	2005	2006	2007	2008
Target	0.14%	0.12%	0.11%	0.10%	0.09%
Actual	0.14%	0.12%	N/A*		
Notes	Administrative efficiency measure; * data available in PARTWeb November 2006				

Program	SUPPORT FOR EAST EUROPEAN DEMOCRACY / FREEDOM SUPPORT ACT				
Description	Administrative costs as a percentage of all assistance coordinated				
	2004	**2005**	**2006**	**2007**	**2008**
Target	0.2%	0.195%	0.19%	0.185%	
Actual	0.18%	0.10%	N/A*		
Notes	Administrative efficiency measure; *data available in PARTWeb Spring 2007				

Program	TERRORIST INTERDICTION PROGRAM					
Description	Number of phased installations completed per yearly appropriation (USD millions)					
	2003	**2004**	**2005**	**2006**	**2007**	**2008**
Target	1	1.2-1.4	1.2-1.4	1.2-1.4	1.3-1.5	
Actual	1.2	1.4	1.4	N/A*		
Notes	Per unit cost measure; *data available in PARTWeb November 2006					

Program	UNITED NATIONS HIGH COMMISSION FOR REFUGEES (UNHCR)						
Description	Value of non-expendable items procured to total value of non-expendable property						
	2002	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**
Target	Baseline	2.0:1	2.0:1	1.5:1	1.5:1	1.4:1	1.4:1
Actual	2.4:1	1.8:1	1.5:1	1.5:1	N/A*		
Notes	Administrative efficiency measure; *data available in PARTWeb November 2006						

Program	VISA AND CONSULAR SERVICES					
Description	Number of days between receipt of application and issuance of a passport					
	2003	**2004**	**2005**	**2006**	**2007**	**2008**
Target	90% in 23	90% in 21	90% in 19	90% in 19	90% in 19	90% in 19
Actual	90% in 23	90% in 21	87.1% in 19	N/A*		
Notes	Administrative efficiency measure; *data available in PARTWeb November 2006					

Program	WORLDWIDE SECURITY UPGRADES					
Description	Number of staff needed to complete a certain percentage of background investigation cases over a certain number of days					
	2003	**2004**	**2005**	**2006**	**2007**	**2008**
Target						
Actual	159, 63%	130, 38%	N/A	N/A*		
Notes	Administrative efficiency measure; *data available in PARTWeb November 2006					

PART SUMMARIES AND IMPROVEMENT PLANS

Summaries of Department of State PART assessments (2002-2005) and improvement plans are listed below and available on the web at *www.expectmore.gov*. Completion status is as of September 30, 2006. Information on the Department's 2006 PART assessments will be publicly available February 2007.

Program Name	ANDEAN COUNTERDRUG INITIATIVE
PART Summary	The program helps partner governments in the Andean region of South America to fight the illicit drug industry. Program combines drug eradication, interdiction, alternative development, and rule of law programs in drug producing and transit countries to reduce the impact of the illegal drug trade in the hemisphere.
Improvement Plan Actions	◆ Develop annual goals that show how the program is helping foster alternative ways for communities and families to earn a living outside the illicit drug trade. ◆ Ensure that financial management system can track and report information to make effective strategic planning and funding decisions. ◆ Link funding requests to overall program goals.
Status of Actions	Actions taken but not completed.

Program Name	ANTI-TERRORISM ASSISTANCE
PART Summary	The Anti-Terrorism Assistance program builds the capacity of key countries abroad to fight terrorism; establishes security relationships between U.S. and foreign officials to strengthen cooperative anti-terrorism efforts; and shares modern, humane and effective anti-terrorism techniques.
Improvement Plan Actions	◆ Increase the effectiveness of the program by expanding in-country training programs in countries critical to the U.S. counter-terrorism effort. ◆ Use a formal needs assessment program and country rating system to inform budget development and justifications. ◆ Integrate performance measures into budget documents and institutionalize tracking and reporting of progress against performance measures.
Status of Actions	Completed.

Program Name	CAPITAL SECURITY CONSTRUCTION PROGRAM
PART Summary	The purpose of the Capital Security Construction Program is construct secure, safe, and functional facilities for U.S. diplomatic and consulate missions abroad. Program activities include planning, programming, design, and construction of new embassy and consulate compounds.
Improvement Plan Actions	◆ Develop cost containment strategies for new embassy and consulate operating costs. ◆ Ensure that all new embassy compounds are sized based on rightsizing reviews and staffing levels.
Status of Actions	Completed.

Program Name	CONTRIBUTION TO THE UNITED NATIONS DEVELOPMENT PROGRAM
PART Summary	The purpose of the program is for the U.S. Government to participate in United Nations activities to promote development. Programs assist developing countries' economic and social development, including reducing poverty and promoting democracy.
Improvement Plan Actions	◆ Promote results-based management in UNDP meetings, especially to monitor progress toward goals and targets in the performance plan. ◆ Justify requested funding for the program on the basis of achieved results.
Status of Actions	Actions taken but not completed.

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Program Name	CONTRIBUTIONS FOR INTERNATIONAL PEACEKEEPING ACTIVITIES
PART Summary	The Contributions for International Peacekeeping Activities account funds the U.S. Government's share of United Nations (UN) peacekeeping missions. The UN Security Council, of which the U.S. is a member, approves new missions when there is a need to maintain international peace and security.
Improvement Plan Actions	◆ Work with the UN Department of Peacekeeping Operations and member states to ensure that peacekeeping missions focus on more efficient ways of achieving its goals.
Status of Actions	Actions taken but not completed.

Program Name	CONTRIBUTIONS TO INTERNATIONAL FISHERIES COMMISSIONS
PART Summary	The State Department makes contributions and coordinates U.S. input to several international fisheries commissions and related organizations. These commissions protect and allocate fishing rights, advance marine science, maintain and improve the well-being of coastal communities, and protect natural habitats.
Improvement Plan Actions	◆ Improve program-wide measures that apply to all commissions, in order to evaluate the effectiveness of the total U.S. contribution to international fisheries commissions. ◆ Work to increase the independence and transparency of the constituent advisory committees, such as by changing the implementing legislation for the commissions. ◆ Solicit independent evaluations of sufficient scope, quality, and regularity to analyze the impact of the fisheries program and inform program improvement.
Status of Actions	Action to improve program measures completed. Other actions taken, but not completed.

Program Name	ECONOMIC SUPPORT FUND - HUMAN RIGHTS AND DEMOCRACY FUND
PART Summary	The Human Rights and Democracy Fund provides small grants to non-governmental organizations to help fulfill the Department of State's mandate to monitor and promote human rights and democracy worldwide.
Improvement Plan Actions	◆ Refining performance goals to better reflect the program's purpose in supporting U.S. policy priorities to improve the protection of human rights and the strengthening of democratic institutions. ◆ Using the findings of independent evaluations and internal performance data to inform resource allocation.
Status of Actions	Action to refine performance goals completed. Action taken but not completed to analyze the findings of independent evaluations.

Program Name	ECONOMIC SUPPORT FUND FOR AFRICA
PART Summary	Economic Support Fund programs in Africa support U.S. foreign policy goals in the region by strengthening democratic institutions, helping nations recover from conflict, and promoting economic stability, trade and investment.
Improvement Plan Actions	◆ Initiating more frequent independent evaluations of specific activities within the program to help inform management decision making, strategic planning and budgeting. ◆ Making better use of performance data to inform management decision making, strategic planning and resource allocation.
Status of Actions	Actions taken to refine performance measures and develop more transparent processes for analyzing performance data.

Program Name	ECONOMIC SUPPORT FUND FOR THE WESTERN HEMISPHERE
PART Summary	The Economic Support Fund programs of the Department of State in the Western Hemisphere region work to strengthen democratic institutions, civil society, and trade capacity building, to aid in the resolution of regional conflicts, and to assist nations faced with difficult economic and political crises.
Improvement Plan Actions	◆ Improving coordination between State and USAID in the Western Hemisphere in increase effectiveness and accountability for results. ◆ Analyzing results and performance data to more clearly inform the development of budgets for the region, subsequent budget justifications, and public reports.
Status of Actions	All planned actions completed. Worked with USAID to coordinate performance goals, indicators, and targets.

Program Name	EDUCATIONAL AND CULTURAL EXCHANGE PROGRAMS IN NEAR EAST ASIA AND SOUTH ASIA
PART Summary	These programs help to increase mutual understanding and respect by managing exchanges that promote personal, professional, and institutional ties between private citizens and organizations in the United States and abroad, as well as by presenting U.S. history, society, art and culture to overseas audiences.
Improvement Plan Actions	◆ Determining if current programs are the most effective to reach target audiences and ensuring that those targeted are the most influential to make the most short and long term impacts. ◆ Developing an overarching U.S. Government Public Diplomacy Strategic Plan.
Status of Actions	Actions taken to develop a USG-wide public diplomacy strategic plan.

Program Name	EXPORT CONTROL ASSISTANCE
PART Summary	The export controls program and related border security assistance seek to stop the illegal shipment of weapons and dangerous materials by building effective export control systems in foreign countries. Assistance focuses on helping countries create and enforce laws and regulations improving border security.
Improvement Plan Actions	◆ Reviewing methods for determining country priorities and incorporating the results of an independent evaluation to further assess the country program needs. ◆ Refining budget submissions to further tie funding requests to specific measures of progress in key countries.
Status of Actions	New interagency strategic planning process considers the country's threat assessment, identifies deficiencies in strategic trade control development, and defines future program plans.

Program Name	GLOBAL EDUCATIONAL AND CULTURAL EXCHANGES
PART Summary	This program manages exchange programs that help increase mutual understanding and respect by promoting personal, professional, and institutional ties between private citizens and organizations in the United States and abroad, as well as by presenting U.S. history, society, art and culture to overseas audiences.
Improvement Plan Actions	◆ Developing an overarching USG Public Diplomacy Strategy. ◆ Determining if current programs are the most effective to reach target audiences and ensuring that those targeted are the most influential to make the greatest impacts.
Status of Actions	Actions taken, but not completed. A consolidated evaluation unit was established in November 2005.

Program Name	HUMANITARIAN DEMINING
PART Summary	The U.S. Humanitarian Demining Program provides landmine awareness and mine clearance training and assistance with the goal of helping foreign mine-affected nations develop indigenous mine action capabilities.
Improvement Plan Actions	◆ Supporting an expanded humanitarian demining program while working to further refine performance measures. ◆ Tying resource requests to anticipated performance targets.
Status of Actions	Funding is tied to joint efforts between the USG and host nations to determine and develop country-specific mine action objectives.

Program Name	HUMANITARIAN MIGRANTS TO ISRAEL
PART Summary	The program provides assistance for resettlement in Israel of humanitarian migrants from the former Soviet Union, countries in Eastern Europe, Africa, and the Near East, and other countries of distress. A program grant to the United Israel Appeal is renegotiated annually.
Improvement Plan Actions	◆ Strengthening long-term and annual targets to ensure continued improvements in efficiency and effectiveness. ◆ Maintaining funding level in 2007 despite historically low levels of migrants in order to expedite the migration of Ethiopians.
Status of Actions	FY 2007 budget includes the same level of funding as FY 2006 to expedite the migration of Ethiopians.

Program Name	INTERAGENCY COOPERATIVE ADMINISTRATIVE SUPPORT SERVICES
PART Summary	This program is a voluntary shared administrative services platform for agencies at U.S. diplomatic facilities overseas. The purpose of program is to provide quality, cost-effective administrative support services through a shared service, full-cost recovery system.
Improvement Plan Actions	◆ Developing specific management strategies and tools to assist service providers in meeting individual and overall global performance targets. ◆ Working with State Department and customer agencies to develop a business case analysis format for agencies to justify the self provision of services that could be duplicative of this program.
Status of Actions	Actions taken but not completed.

Program Name	INTERNATIONAL NARCOTICS CONTROL AND LAW ENFORCEMENT PROGRAMS, AFRICA/ASIA
PART Summary	This program curbs the impact of international drug traffickers and other crime groups in Asia and Africa on the United States and our allies. The program disrupts the overseas production and trafficking of illicit drugs; coordinates international law enforcement activities; and facilitates stable criminal justice systems.
Improvement Plan Actions	◆ Reconfiguring performance report for crime and drugs to better reflect International Narcotics and Law Enforcement program functions. ◆ Linking annual funding requests for each component of the program to relevant program goals and updating annual performance goals as necessary to ensure they remain ambitious.
Status of Actions	Criminal Justice Sector Index currently in pilot stages. FY 2008 Budget Submission will explicitly link program goals to funding requests.

Program Name	INTERNATIONAL NARCOTICS CONTROL AND LAW ENFORCEMENT PROGRAMS, WESTERN HEMISPHERE
PART Summary	This program curbs the impact of international drug traffickers and other crime groups in this hemisphere on the United States and our allies. The program disrupts the overseas production and trafficking of illicit drugs; coordinates international law enforcement activities; and facilitates stable criminal justice systems.
Improvement Plan Actions	◆ Contracting for an independent evaluation of key assistance activities to examine the program's mixed results and lead to corrective actions. ◆ Ensuring that the financial management system can report information needed to make effective strategic planning and funding decisions. ◆ Linking funding requests for each component of the program to program goals and updating program measure targets as necessary to reflect recent program performance.
Status of Actions	Evaluation currently on hold. Bureau is in the process implementing the new financial management system. FY 2008 Budget Submission will explicitly link program goals to funding requests.

Program Name	MIGRATION AND REFUGEE ASSISTANCE – OTHER POPULATION, REFUGEE AND MIGRATION PROGRAMS
PART Summary	This program addresses refugee and migration needs by providing funding to NGOs and the International Organization for Migration. Protection from gender-based violence and trafficking in persons are high priorities in this program area.
Improvement Plan Actions	◆ Expanding formal monitoring and evaluation of programs for priority activities. ◆ Improving presentation of budget information to include stronger links between NGO funding levels and anticipated program performance in protection, assistance, and durable solutions.
Status of Actions	Actions taken but not completed.

Program Name	MIGRATION AND REFUGEE ASSISTANCE – PROTECTION
PART Summary	The United States aims to protect refugees, conflict victims, and internally displaced persons through contributions to the International Committee of the Red Cross and the United Nations High Commissioner for Refugees. Voluntary returns and resettlements are the primary long term solutions for refugee situations.
Improvement Plan Actions	◆ Improving and standardizing the program's budget presentation documents to ensure that budget requests are clearly linked to program goals and performance measures. ◆ Reviewing the findings of the 2006 Inspector General's review of the Bureau and address any areas for improvement identified for the protection and durable solutions program.
Status of Actions	Actions taken but not completed.

Program Name	MILITARY ASSISTANCE TO NEW NATO AND NATO ASPIRANT NATIONS
PART Summary	The program provides U.S. military equipment, services, and training to the governments of countries that have recently joined or been offered membership in the North Atlantic Treaty Organization (NATO) including the Czech Republic, Hungary, Poland, Estonia, Latvia, Lithuania, Bulgaria, and Romania.
Improvement Plan Actions	◆ Pressing new and aspirant NATO nations that are lagging on defense reform efforts to make necessary improvements. ◆ Ensuring that all Allies possess the military capabilities required for future NATO Alliance operations.
Status of Actions	All actions completed.

Program Name	NON-SECURITY EMBASSY CONSTRUCTION PROGRAM
PART Summary	The purpose of the non-security capital construction program is to construct secure, safe, and functional facilities for U.S. Diplomatic and Consulate Missions abroad. Program activities include planning, programming, design, and construction of New Embassy and Consulate Compounds.
Improvement Plan Actions	◆ Restructuring non-security construction program to eliminate redundancy. The program will evolve into a new program called the Strategic Capital Program.
Status of Actions	All actions completed.

Program Name	NONPROLIFERATION AND DISARMAMENT FUND
PART Summary	The Nonproliferation and Disarmament Fund supports projects that halt the proliferation of nuclear, radiological, biological and chemical weapons; destroy existing weapons of mass destruction and related sensitive materials; and control and secure dangerous materials.
Improvement Plan Actions	◆ Evaluating long-term performance measures and working to ensure that all projects approved for program funding meet cost, schedule and performance goals. ◆ Decreasing the ratio of administrative costs to overall program level below five percent.
Status of Actions	All actions completed.

Program Name	NONPROLIFERATION OF WEAPONS OF MASS DESTRUCTION EXPERTISE
PART Summary	The Nonproliferation of Weapons of Mass Destruction Expertise program seeks to redirect the work of former WMD scientists and technicians in the former Soviet Union and elsewhere from efforts that might harm the U.S. toward peaceful and economically sustaining work.
Improvement Plan Actions	◆ Reviewing the feasibility of long-term tracking of participating scientist activities to demonstrate long-term program success. ◆ Engaging Russia and other countries to ensure program continuity and success, and expanding the program to new countries of concern such as Iraq and Libya.
Status of Actions	Ukrainian National Academy of Sciences will raise its financial contributions in 2007. Annual audit planning conference established 2007 audit schedule.

Program Name	PEACE KEEPING OPERATIONS – ORGANIZATION FOR SECURITY AND COOPERATION IN EUROPE PROGRAMS
PART Summary	This program provides funding to the Organization for Security and Cooperation in Europe to support stability operations in the independent states of the Former Soviet Union and southeastern Europe including Bosnia and Herzegovina, and Croatia.
Improvement Plan Actions	◆ Ensuring that managers and program partners are held accountable for key program results. ◆ Prioritizing funding for this activity within regional allocations in the Support for East European Democracy and FREEDOM Support Act.
Status of Actions	All actions completed.

Program Name	PRESIDENT'S EMERGENCY PLAN FOR AIDS RELIEF: FOCUS COUNTRIES
PART Summary	The purpose of the President's Emergency Plan for AIDS Relief, a five year, $15 billion initiative, is to turn the tide against the global AIDS pandemic. The focus country effort is to increase national HIV/AIDS treatment, care and prevention programs in 15 nations of the world where the need is most urgent.
Improvement Plan Actions	◆ Implementing a system to capture program expenditures by country. ◆ Working with the Office of the Global AIDS Coordinator to review budget allocations based on performance data and pipeline capacity.
Status of Actions	Office of the Global AIDS Coordinator is using both country performance data as well as pipeline data to develop FY 2007 country budgets.

Program Name	PRESIDENT'S EMERGENCY PLAN FOR AIDS RELIEF: GLOBAL FUND
PART Summary	The Global Fund is an international effort to manage and disburse resources to reduce infections, illness and death from AIDS, tuberculosis and malaria. The United States contributes to this multilateral effort to address these diseases and to encourage other countries to increase their contributions.
Improvement Plan Actions	◆ Working with the Global Fund Secretariat and other donor countries to develop annual performance measures that demonstrate impact and capture data reportedly collected by each grantee. ◆ Improving the Global Fund's financial management practices.
Status of Actions	Agreed upon annual performance measures and developed tools to increase the quality of information reported by grant recipients.

Program Name	PRESIDENT'S EMERGENCY PLAN FOR AIDS RELIEF: OTHER BILATERAL PROGRAMS
PART Summary	Other bilateral programs increase the quality and capacity of national HIV/AIDS prevention, treatment, and care programs in up to 90 countries as part of the USG effort to turn the tide against the Global AIDS epidemic.
Improvement Plan Actions	◆ Completing implementation of USAID's new financial management systems discussed above. ◆ Providing an aggressive target for the program's long-term measure.
Status of Actions	Working to identify aggressive targets that will effectively capture the long-term outcomes of activities in the other bilateral countries.

Program Name	PROTECTION OF FOREIGN MISSIONS AND OFFICIALS
PART Summary	This program ensures the physical protection of visiting dignitaries to the United States. It is the only USG program that reimburses law enforcement for extraordinary protection services to foreign dignitaries and diplomats currently working in or visiting the United States.
Improvement Plan Actions	◆ Providing more consistent data for measures. ◆ Linking budget requests to expected performance and outcomes.
Status of Actions	Bureau of Diplomatic Security to conduct management review of the program.

Program Name	**REFUGEE ADMISSIONS TO THE U.S.**
PART Summary	Provides refugees of special humanitarian concern to the U.S. the opportunity to resettle in the United States. Through NGOs and international organizations, the program assists refugees through the overseas admittance process as well as through acclimation to life in the U.S.
Improvement Plan Actions	◆ Working with Congress to increase the budget for this program in order to continue increasing the number of refugees resettled in the U.S. ◆ Aligning the budget request with the establishment of the annual ceiling for refugee admissions.
Status of Actions	The Administration will work to more closely align the budget request with the establishment of the annual ceiling for refugee admissions.

Program Name	**SECURITY ASSISTANCE FOR THE WESTERN HEMISPHERE**
PART Summary	Security assistance to the Western Hemisphere includes grants to purchase U.S. military equipment, services, and training. These programs strengthen military and political reform, promote ties between military forces, promote counter-drug efforts, and support overall U.S. security goals and objectives.
Improvement Plan Actions	◆ Proposing security assistance funding levels that enable more robust counter-drug programs in Colombia and the Andean region and that promote regional personnel exchanges. ◆ Coordinating annual budgets between the State and Defense Departments to develop more specific long-term goals with timeframes.
Status of Actions	All actions completed.

Program Name	**SECURITY ASSISTANCE TO SUB-SAHARAN AFRICA**
PART Summary	The U.S. provides a wide range of military assistance to Sub-Saharan Africa countries including equipment, services, and training. This assistance promotes peace and stability, develops indigenous African peacekeeping and humanitarian response capabilities, and creates more professional African militaries.
Improvement Plan Actions	◆ Evaluating and refining the performance measure for these programs to ensure that they provide useful information to inform management, budget and policy decisions. ◆ Instituting performance metrics for global peacekeeping training.
Status of Actions	Evaluate and strengthen performance measure to ensure that they inform management, budget and policy decisions.

Program Name	**SOUTH ASIA MILITARY ASSISTANCE**
PART Summary	The U.S. provides a wide range of military assistance to countries in South Asia including equipment, services, and training. This assistance promotes peace and stability, develops security forces and creates more professional militaries, and promotes respect for human rights.
Improvement Plan Actions	◆ Incorporating security assistance plans for South Asia countries within the budget justification for military assistance programs. ◆ Reviewing South Asia military assistance planning for best practices that can be applied to performance and budgetary planning for assistance to other regions of the world.
Status of Actions	Plan to incorporate security assistance plans into budget justification.

Program Name	SUPPORT FOR EAST EUROPEAN DEMOCRACY/FREEDOM SUPPORT ACT
PART Summary	The Office of the Coordinator of U.S. Assistance to Europe and Eurasia is responsible for strategic planning, budgeting, and performance measurement for U.S. Government assistance to the Central and Eastern European and Eurasian countries intended to promote democratic, economic and other types of reform.
Improvement Plan Actions	◆ Implementing recommendations of a recently conducted evaluation, including further clarifying and communicating the Coordinator's mandate and improving relations with regional program management. ◆ Finalizing guidance to address issues of coordination, oversight of performance, and resource allocation and disseminating to all involved in U.S. assistance to Europe and Eurasia.
Status of Actions	All actions completed.

Program Name	TERRORIST INTERDICTION PROGRAM
PART Summary	The Terrorist Interdiction Program provides foreign governments with a secure database system that enables border control officials to quickly identify and detain or track suspect persons seeking to cross their borders and collect, compare, and analyze traveler data.
Improvement Plan Actions	◆ Taking action to tie funding requests to key indicators of the program. ◆ Improving coordination with other complementary USG programs to ensure that a comprehensive approach is pursued to address a host nation's border control vulnerabilities.
Status of Actions	Actions taken but not completed.

Program Name	UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES
PART Summary	The United States' contribution to the United Nations High Commissioner for Refugees is a major component of the State Department's comprehensive response to the protection and assistance needs of refugees.
Improvement Plan Actions	◆ Supporting the protection activities and initiatives of the High Commissioner for Refugees. ◆ Finalizing implementation of financial management and supply chain system.
Status of Actions	Actions taken but not completed.

Program Name	VISA AND CONSULAR SERVICES
PART Summary	The program protects U.S. citizens in U.S. and abroad and safeguards U.S. borders through programs, processes and systems. Consular Affairs administers laws, formulates regulations and implements policies relating to the adjudication of visa and passport applications and a broad range of consular services provided to U.S. citizens.
Improvement Plan Actions	◆ Implementing new surcharges to address shortfalls in fee revenues and to pay for initiatives. ◆ Implementing e-passport and developing travel document options in consultation with other relevant agencies.
Status of Actions	Actions taken but not completed.

Program Name	WORLDWIDE SECURITY UPGRADES
PART Summary	Supports U.S. foreign policy objectives by providing a secure work environment through the protection of American lives, property and information overseas and domestically from attacks by foreign terrorist and other harmful entities.
Improvement Plan Actions	◆ Presenting resource requests in a complete and transparent manner; and linking resources to program activities. ◆ Reviewing on-going versus new programs and initiatives in relation to the budget in order to improve prioritization.
Status of Actions	Actions taken but not completed

GLOSSARY OF ACRONYMS

A	Bureau of Administration (DoS)
ACOTA	African Contingency Operations Training and Assistance
ACI	Andean Counterdrug Initiative
AETN	American Embassy TV Network
AF	Bureau of African Affairs (DoS)
AFR	Bureau of African Affairs (USAID)
AMA	Agreement on Movement and Access
ANE	Bureau of Asian and the Near East (USAID)
APEC	Asia-Pacific Economic Cooperation
ASEAN	Association of Southeastern Asian Nations
ATA	Anti-Terrorism Assistance
AU	African Union
BII	Bio-Industry Initiative
BIT	Bilateral Investment Treaty
BWC	Biological Weapons Convention (BWC)
CA	Bureau of Consular Affairs (DoS)
CAFTA	Central America Free Trade Agreement
CCD	Consular Consolidated Database
CDC	Centers for Disease Control
CEQ	President's Council on Environmental Policy
CFE	Conventional Forces in Europe
CIA	Central Intelligence Agency
CIPA	Contributions for International Peacekeeping Activities
CIO	Contributions to International Organizations
CPA	Comprehensive Peace Agreement
CRS	Office of Reconstruction and Stabilization (DoS)
CSI	Container Security Initiative
CTAG	Counterrorism Action Group
CTC	Counterterrorism Committee
CTED	Counterterrorism Executive Directorate
CWC	Chemical Weapons Convention
D&CP	Diplomatic and Consular Programs
DCHA	Bureau of Democracy, Conflict and Humanitarian Assistance (USAID)
DA	Development Assistance
DEA	Drug Enforcement Agency
DDR	Disarmament, Demobilization and Reintegration
DIA	Defense Intelligence Agency
DHS	Department of Homeland Security
DOC	U.S. Department of Commerce
DOD	Department of Defense
DOE	U.S. Department of Energy
DOI	U.S. Department of the Interior
DOJ	Department of Justice
DOL	Department of Labor
DOS	U.S. Department of State
DQA	Data Quality Assessments
DRI	Diplomatic Readiness Initiative
DRL	Bureau of Democracy, Human Rights and Labor (DoS)
DS	Bureau of Diplomatic Security (DoS)
DTRA	Defense Threat Reduction Agency
EAP	Bureau of East Asian and Pacific Affairs (DoS)
EB	Bureau of Economic and Business Affairs (DoS)
ECA	Bureau of Educational and Cultural Affairs (DoS)
ECE	Economic Commission for Europe
ECOWAS	Economic Community of West African States
EGAT	Bureau of Economic Growth, Agriculture, and Trade (USAID)
EPA	U.S. Environmental Protection Agency
ERMA	Emergency Refugee & Migration Assistance
ESF	Economic Support Fund
EU	European Union
EUR	Bureau of European and Eurasian Affairs (DoS)
EXIM	Export-Import Bank
FAA	Federal Aviation Agency
FAST	Free and Secure Trade Program
FBI	Federal Bureau of Investigations
FMF	Foreign Military Financing
FMFIA	Federal Managers' Financial Integrity Act
FSA	Freedom Support Act
FSAT	Financial Systems Assessment Teams
FSI	Foreign Service Institute (DoS)
FTA	Free Trade Agreement
FTE	Full Time Employee
G-8	Group of Eight (major industrialized nations)

GAO	Government Accountability Office		ISAF	International Security Assistance Force
GDP	Gross Domestic Product		ISN	International Security and Nonproliferation Bureau (DoS)
GH	Bureau of Global Health (USAID)		ISPS	International Ship and Port Facility Security (UN)
GHSAG	Global Health Security Action Group		ISTC	International Science and Technology Center
G/IWI	International Women's Issues (DoS)		IWC	International Whaling Commission
GMRA	Government Management Reform Act		JAAMS	Joint Acquisition and Assistance Management System
GPRA	Government Performance and Results Act		JFMS	Joint Financial Management System
G/TIP	Office to Monitor and Combat Trafficking in Persons (DoS)		JMC	Joint Management Council
HHS	Department of Health and Human Services		JPP	Joint Performance Plan
HR	Bureau of Human Resources (DoS)		KFOR	Kosovo Force (NATO)
HRDF	Human Rights and Democracy Fund		LAC	Latin America and the Caribbean (USAID)
IAEA	International Atomic Energy Agency		LPA	Bureau for Legislative and Public Affairs (USAID)
IBWC	International Boundary and Water Commission		LROBP	Long-Range Overseas Buildings Plan
ICAO	International Civil Aviation Organization		M	Office of the Under Secretary for Management (DoS)
ICASS	International Cooperative Administrative Support Services (DoS)		MANPADS	Man Portable Air Defense System
ICRC	International Committee of the Red Cross		MCA	Millennium Challenge Account
IDENT	Automated Biometric Identification System		MEPI	Middle East Partnership Initiative
IDFA	International Disaster and Famine Assistance		N/A	Not Applicable
IDP	Internally Displaced Persons		NADR	Nonproliferation, Anti
IEA	International Energy Agency		NAFO	Northwest Atlantic Fisheries Organization
IFI	International Financial Institution		NAPHSIS	National Association for Public Health Statistics and Information Systems
IIP	Bureau of International Information Programs (DoS)		NARA	National Archives and Records Administration
ILEA	International Law Enforcement Academies		NATO	North American Trade
ILMS	Integrated Logistics Management System		NCMEC	National Center for Missing and Exploited Children
ILO	International Labor Organization		NEA	Bureau of Near Eastern Affairs (DoS)
IMET	International Military Education and Training		NEC	New Embassy Compound
IMF	International Monetary Fund		NED	National Endowment for Democracy
IMO	International Maritime Organization		NGO	Non Government Organization
INCLE	International Narcotics Control and Law Enforcement		NOAA	National Oceanic and Atmospheric Administration
INL	Bureau of International Narcotics and Law Enforcement Affairs (DoS)		NPT	Nuclear Non-Proliferation Treaty
INR	Bureau of Intelligence and Research (DoS)		NRC	U.S. Nuclear Regulatory Commission
INTERPOL	International Criminal Police Organization		NRF	NATO Response Force
IO	Bureau of International Organizations (DoS)		NSC	National Security Council
IOM	International Organization for Migration		NSF	National Science Foundation
I/P	Initiative/Program		NSLI	National Security Language Initiative
IRF	International Religious Freedom		OAS	Organization of American States
IRM	Bureau of Information Resource Management (DoS)		OBO	Bureau of Overseas Buildings Operations (DoS)
IRRF	Iraq Relief and Reconstruction Fund		OECD	Organization for Economic Cooperation and Development

OES	Bureau of Oceans, International Environmental and Scientific Affairs (DoS)		**UNAIDS**	United Nations Program on HIV/AIDS
OFDA	Office of Foreign Disaster Assistance (USAID)		**UNAMSIL**	UN Mission in Sierra Leone
OIG	Office of Inspector General		**UNCHR**	UN Commission on Human Rights
OMB	Office of Management and Budget		**UNCTAD**	United Nations Conference on Trade and Development
OPIC	Overseas Private Investment Corporation		**UNDPKO**	United Nations Department for Peacekeeping Operations
OSCE	Organization for Security and Cooperation in Europe		**UNDP**	UN Development Program
OSD	Office of Secretary of Defense		**UNESCO**	United Nations Educational, Scientific and Cultural Organization
PA	Bureau of Public Affairs (DoS)		**UNFAO**	United Nations Food and Agriculture Organization
PART	Program Assessment Rating Tool		**UNGA**	UN General Assembly
PEPFAR	President's Emergency Plan for AIDS Relief		**UNHCR**	UN High Commission for Refugees
PKO	Peacekeeping Operations		**UNHRC**	UN Human Rights Council
PM	Bureau of Political/Military Affairs (DoS)		**UNICEF**	United Nations Children's Fund
PMA	President's Management Agenda		**UNMIS**	UN Mission in Sudan
PPC	Bureau for Policy and Program Coordination (USAID)		**UNSCR**	UN Security Council Resolution
PRM	Bureau of Population, Refugees and Migration (DoS)		**USAID**	United States Agency of International Development
PSI	Proliferation Security Initiative		**USG**	U.S. Government
R	Bureau of Public Diplomacy and Public Affairs (DoS)		**USMS**	U.S. Marshals Service
RM	Bureau of Resource Management (DoS)		**USTR**	U.S. Trade Representative
S/CRS	Office of the Coordinator for Reconstruction and Stabilization (DoS)		**VCI**	Bureau of Verification, Compliance and Implementation (DoS)
S/CT	Coordinator for Counterterrorism (DoS)		**WB**	World Bank
SCA	Bureau of South and Central Asian Affairs (DoS)		**WFP**	World Food Program
SEED	Support for East European Democracy		**WHA**	Bureau of Western Hemisphere Affairs (DoS)
S/GAC	Office of the U.S. Global AIDS Coordinator (DoS)		**WHO**	World Health Organization
SMART	State Messaging and Archive Retrieval Toolset		**WMD**	Weapons of Mass Destruction
TI	Transparency International		**WTO**	World Trade Organization
TIP	Terrorist Interdiction Program		**YES**	Youth Exchange Study
UN	United Nations			

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